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# TOWARDS BETTER TOURISM

– Development Plan for Colors of Zanzibar



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## KOHTI PAREMPAA TURISMIA - KEHITTÄMISSUUNNITELMA COLORS OF ZANZIBARILLE

Turismin voidaan katsoa olevan yksi maailman suurimmista palvelualoista. Globalisoituvassa maailmassa välimatkat lyhenevät ja ihmiset matkustavat yhä kauemmas, toivoen tavoittavansa alkuperäisyyttä ja aitoutta. Turismin vaikutukset ympäristöön sekä kohdemaiden yhteisöihin ovat usein raskaita, ja keinoja näiden vaikutusten minimoimiseen etsitään kestävästä matkailusta sekä ekoturismista. Kestävälle matkailulle ei ole olemassa mitään yleismaailmallisesti hyväksyttyä määritelmää, mutta sen voidaan katsoa linkittyvän vahvasti kestävä kehityksen määritelmään: otetaan huomioon kohdemaan ekologiset, taloudelliset ja kulttuuris-sosiaaliset piirteet.

Tämän opinnäytetyön toimeksiantajana on pieni suomalais-sansibarilainen matkailuyritys, Colors of Zanzibar. Yrittäjä itse on alkuperältään sansibarilainen. Yrityksen toiveena on parantaa liiketoimintansa kestävyttä tuotekehittelyn keinoin. Tässä työssä etsitään menetelmiä, joilla yritys voisi pienentää sekä taloudelliselle, kulttuuris-sosiaaliselle ja luonnonympäristölle aiheutuvia negatiivisia vaikutuksia. Yrityksen toiveena on saada toteuttamiskelpoisia, konkreettisia kehitysehdotuksia.

Työn teoreettisessa viitekehyksessä tutkitaan kestävä matkailun erilaisia määritelmiä, perehdytään kestäväan yritystoimintaan sekä valaistaan matkailutuotteen tuotekehitystä kestävä kehityksen näkökulmasta. Teorian pohjalta lähdetään kartoittamaan yrityksen toiminnan vaikutuksia, ja tämän kartoituksen pohjalta etsitään kehittämistä vaativia kohteita. Kartoituksen jälkeen löydetuille kehittämiskohteille määritellään ehdotuksia toimenpiteistä, sekä kuvaillaan näiden toimenpiteiden tuomat mahdolliset hyödyt.

Yritykselle ehdotetaan neljää kehitystoimenpidettä. Toimenpiteitä ovat turistien ja paikallisyhteisöjen vuorovaikutuksen lisääminen, yhteistyön aloittaminen jonkin järjestön kanssa, vapaaehtoismatkailun aloittaminen sekä paikkakohtaisten eko-ohjeiden luominen turisteille. Indikaattoreiksi on valittu menetelmiä, jotka mittaavat kävijöiden määrää tietyissä kohteissa, uusien projektien määrää, vapaaehtoismatkailijoiden määrää sekä turisteilta ja paikallisilta saadun palautteen laatua. Tulokset on koottu visuaalisesti selkeäksi taulukoksi.

### ASIASANAT:

Kestävä matkailu, Ekomatkailu, Ekoyrittäjä, Tuotekehitys

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## TOWARDS BETTER TOURISM – DEVELOPMENT PLAN FOR COLORS OF ZANZIBAR

Tourism can be seen to be one of the largest service industries in the world. In the globalizing world, distances grow shorter and people are travelling ever further, hoping to find originality and authenticity. The impacts of tourism for the environment and the destination communities are often heavy, and means to lessen these impacts are searched amongst sustainable tourism and ecotourism. There is no universally accepted definition for sustainable tourism, but it can be seen to be linked strongly to the definition of sustainable development: taking into consideration the ecological, economic and sociocultural aspects of the destination country.

The commissioner for this thesis is a small Finnish-Zanzibari travelling company, Colors of Zanzibar. The owner of the company is originally from Zanzibar. The wish of the company is to improve the sustainability of the company by means of product development. The aim of this thesis is to seek methods to lessen the company's negative impacts on the environment and sociocultural sector. The company wishes to receive concrete development suggestions that are possible for them to carry out.

In the theoretical framework of this thesis different definitions for sustainable tourism were explored, as well as sustainable business and development of travel products in the view of sustainable development. Based on the theory, the impacts of the company's activities were reviewed, and possible development targets sought. This was followed by determining measures for the development targets, and discussing their possible benefits or impacts.

Four development tasks were suggested for the company. These are increasing the interaction between locals and the tourists, starting cooperation with a non-governmental organisation, initializing a volunteer tourism programme and creating location-based eco guidelines for tourists. The indicators chosen measure the number of visitors in certain locations, the number of new projects, the number of volunteer tourists and the feedback from locals and the tourists. The results are presented in a visually clear table format.

### KEYWORDS:

Ecotourism, Product development, Sustainable business, Sustainable tourism

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## LIST OF ABBREVIATIONS

ADB	African Development Bank
CoZ	Colors of Zanzibar
CSQ	Customer Service Questionnaire
FDI	Foreign Direct Investment
GATS	General Agreement on Trade and Services
IFF	International Futures Forum
NGO	Non-governmental organisation
SRI	Socially responsible investment
TNC	Transnational company
TTL	Triple top-line
UN	United Nations
UNWTO	World Tourism Organization
WTO	World Trade Organization

# 1 INTRODUCTION

Tourism has over the last decades become one of the fastest growing industries in the world. World Tourism Organization (2012) states that today the business value of tourism may even surpass that of oil exports, food industry and automobile industry. People are travelling to more and more remote locations to find authenticity and natural beauty that the industrialized urban environments they call home have lost centuries ago.

Tourism has impacts, such as any business activity, on the environment. However, in tourism's case, the impacts are complex and diverse, ranging from aircraft emissions to sociocultural changes in the destination community. Due to the growing numbers of tourists travelling annually (UNWTO forecasts growth of 3-4 % in international tourist arrivals in 2012) and the fact that the industry has rapidly expanded to developing countries, there is need for sustainability.

Tourism industry consists of operators that vary in size, operations and location. There are transnational companies, local tour operators, tour guides, travel agencies, airline companies, car hire businesses and so on. Since the playing field is so vast, there isn't any generally accepted definition for sustainable tourism (Dawson 2009, 38). However, there is a myriad of guidelines, certifications, eco labels and other ways for companies to steer towards sustainability on the waters of the tourism industry.

This thesis aims to steer one of these operators towards a sustainable tourism business. The client is a small company, Colors of Zanzibar that operates in the main island of Zanzibar, Tanzania. The company lists sustainability as one of their core values, and the travel products they offer have been designed concentrating on the economic, sociocultural and ecological values of Zanzibar.

This thesis aims to build a strong theoretical framework on the available theory of sustainable tourism, sustainable business and product development in tourism. The aim is to map out the current processes of Colors of Zanzibar and

analyze the impacts of their activities, seeking possible development targets and to identify the methods needed to turn these processes more sustainable. Indicators for measuring the efficiency of the development suggestions will also be chosen. The results and suggestions will be presented in writing and in a table form to better visualize the development process for the client. The process of forming a development plan is seen as a cycle, where different processes happen often simultaneously.

Resources for this thesis have been chosen mostly from the field of sustainable and ecotourism, sustainable business, corporate social responsibility, product development and marketing. The thesis has been completed using the writing instructions of Turku University of Applied Sciences (2012). The thesis of Sanna Eronen (2007) and the thesis of Anja Torikka (2008), both from the field of sustainable tourism, have been used to instruct in creating the structure for this thesis.

## **2 SUSTAINABLE BUSINESS**

### **2.1 Defining the Terms**

The world and its natural resources establish the frame in which we live our lives. If we run out of a certain resource, living becomes harder if not impossible. The same rules apply to the world of business. The aspects of sustainability, environmental, social, cultural and economical, also determine the possibility for a business to thrive now and in the future. Businesses, also, have an impact to the environment in which they operate: their employees, the community and the resources they use to run their processes. Due to this interconnectivity, many managers and stakeholders have started to put great value in to minimizing their business' negative effects to the environment. In the process of adapting sustainable methods, it is often found, that the business itself benefits from them, for example in reduced production costs, a rise in customer satisfaction and improved corporate image. However, many fail to



recognise these paybacks and tend to consider only the contribution they are making for the community and environment. Therefore, it is worthwhile to consider the theme of sustainability in the business world a bit further. (Weybrecht 2012, 4.)

Nobel Prize winning economist Milton Friedman (2009, 133) considers that the view of corporate social responsibility "shows a fundamental misconception of the character and nature of free economy". He notes that as long as a company stays within the frames of the law and open and free competition, there is only one social responsibility a business has: turn profit. Further, he sees it as the society's responsibility to create laws and politics that keep businesses responsible.

Miller & Twining-Ward (2005, 57-60) argue that it is not possible for a company or a corporation to declare that it is not a part of the society by claiming that it cannot become sustainable. That would suggest that a business could simply sign out of the general norms and ethics of the society and choose to be separate from it. If a company cannot be held responsible of its actions, then why should any other member of the society be? Further, Miller asks that as companies and businesses tend to operate in the society, effecting people's lives, isn't it called for to expect that they perform according to the people's wishes?

Turning business activities greener is known to improve the company's image. Most of the skeptics are now turned to see the competitive advantage that a "sustainable makeover" can offer for a business and its marketing. US SIF Forum for Sustainable and Responsible Investment (2012) estimates the market value of socially responsible investment (SRI) to be \$3,07 trillion out of \$25,2 in the US investment marketplace today. So clearly the importance of sustainability as a market-shaping force is growing.

Tueth (2010, 9) discusses the problems of government regulation on the environmental impacts of business activities and industrial production. These regulations, such as environmental laws, force the companies to be sustainable,

but still we are faced with pollution, nuclear waste problems, loss of biodiversity etc. We rely on market-based economical systems to regulate the prices and usage of natural resources. When one resource runs out, we expect the economy to develop ever more efficient technologies to either replace that resource or to exploit it more efficiently. Tueth continues that certain necessities, such as oxygen or a favorable climate are not replaceable: once the environment is ruined, it isn't just a case of new technology magically replacing it.

The modern business world has quietly come up with a more efficient answer to the environmental threat they pose: regulating from inside the company. And not only to-profit organisations, but NGOs and governmental institutions are also seeking ways to change their course. This so called second industrial revolution seeks ways to turn all outcomes of industrial activities positive and to support all the ecosystems on Earth. There are innovations made every day to change production ways that threaten not only the biodiversity but the health of human population. Businesses that are committed to bringing high non-polluting technology at a reasonable price can truly be called innovators that can help shape the business world. (Tueth 2010, 11; 12-13.)

Tueth (2010, 192) recognizes the problems that have arisen in the midst of the sustainable business revolution. Not all players play fair: the positive corporate image sustainability gives can lure companies to do good PR without actually doing any good. These companies are usually equipped with large advertising budgets and good funding, which helps them to maintain their "sustainable myth". Tueth continues that the common consumer may judge the whole sustainable business industry through these shallow marketing campaigns. This can ruin the reputation of the whole industry.

So, it is not only the monetary value that should play a role in sustainable business. Though, undeniably, the marketing value is huge, there should be a deeper meaning driving the company towards sustainability. Most of the professionals referred to in this thesis find that the commitment to sustainability should be the number one factor behind the tackling of environmental issues

companies are faced with. There are numerous examples of enterprises, such as the British food store chain Marks & Spencers, that openly reveal their efforts *and* measure their performance *and* present the results of their monitoring to the public (Hollender et al. 2010, 20). But how to find the right way for sustainability in the business world where competition rules and the weak fall off the wagon?

## 2.2 Means to an End

Consumers play an important role in turning businesses towards a sustainable course. There is a lot of evidence of the effect that consumers' choices have had for example on the food industry: free range eggs in the UK have reached a 20 % share of the market value, and mostly because there was a demand for a more ethical product (Miller & Twining-Ward 2005, 61). Boycotts against Shell and other multinational corporations have forced these big players to enhance their business activities to meet the customers' demands, or at least improve their public image. Miller (2005, 61) also recognizes the shift in environmental products from traditional, such as unleaded petrol and recycled paper, to ethical pension and mortgage policies and other service-based products.

Consumer's role was acknowledged by the UN in 1985 when the United Nations Guidelines for Consumer Protection were adopted. They give guidelines for sustainable consumption and the "essential rights" for consumers. Globalization has increased the common consumer's access to information on production features, such as working conditions, product safety and environmental impacts. The rise of Fair Trade and organic farming are proof of this growing knowledge and demand for sustainable products. Studies show, that when provided with information on the product's sustainability, consumers tend to lean towards the "winner". Further, negative information on a company, that civil organisation can produce acts as a driving force to turn the company's image more ethical. (Buckley et al. 2009, 138-139.)

There is no one way to turn a company's direction more sustainable. Even those who were pioneers in the green industry are still learning as the industry develops and new information is found. There are different aspects to consider when aiming to "revolutionizing" a company or a business:

1. The core of operations is not the product but the things you want to stand for: your beliefs and the things you value. When a company promotes something that people really care about, they stand out from other players on the field.
2. Transparency is the key to avoid problems with NGOs, media and other watchdogs. When a company is honest both about the negative and positive sides of its operations, it is easier to discuss with the community and to develop.
3. Seeing the company as a community, where everyone's effort is valued, is the modern way of working: in a close, hierarchy-free environment, thoughts and ideas can flow freely and people are committed to the job and to the purpose of the business.
4. Good companies let the customers inside. They interact with the consumers, listening to their voice and not only professionals.
5. The days of green washing are over. Truly responsible companies audit and measure their impact and make themselves responsible for the promises they give.
6. Companies need to build a corporate consciousness, where there's a clear view of the things that matter most and a strong strategy to achieve the goals. A common view that is embedded to the whole chain of staff will help steer the business to the right direction.

(Hollender et al. 2010, 18-20.)

Tueth (2010, 45-47) introduces the concept of triple top-line (TTL), originally known as the triple bottom-line, where the approach to sustainability is divided

to three equally important requirements: financial benefits for the company, social benefits for the employees and the local community and the benefits for the natural world. Only a business activity that meets all the demands of these three dimensions will sustain and lead towards the transition to ethical and sustainable business. Tueth explains the model to be like a three-legged stool: if one of the legs stands shorter, the whole system will collapse.

International Futures Forum (IFF) has provided us with another model of sustainability, the so called World Model (figure 1.). The Model was developed by an IFF member Tony Hodgson to offer a clear way to understand the interconnectivity of the problems we face and to represent the global problematic of for example one-planet living. In the model, there are 12 categories which display 66 interconnections. All 12 categories are divided into subcategories, which define the aspect at hand even more precisely. The model is free to use on IFF's webpages, where one can see all the subcategories, too. (International Futures Forum 2012.)

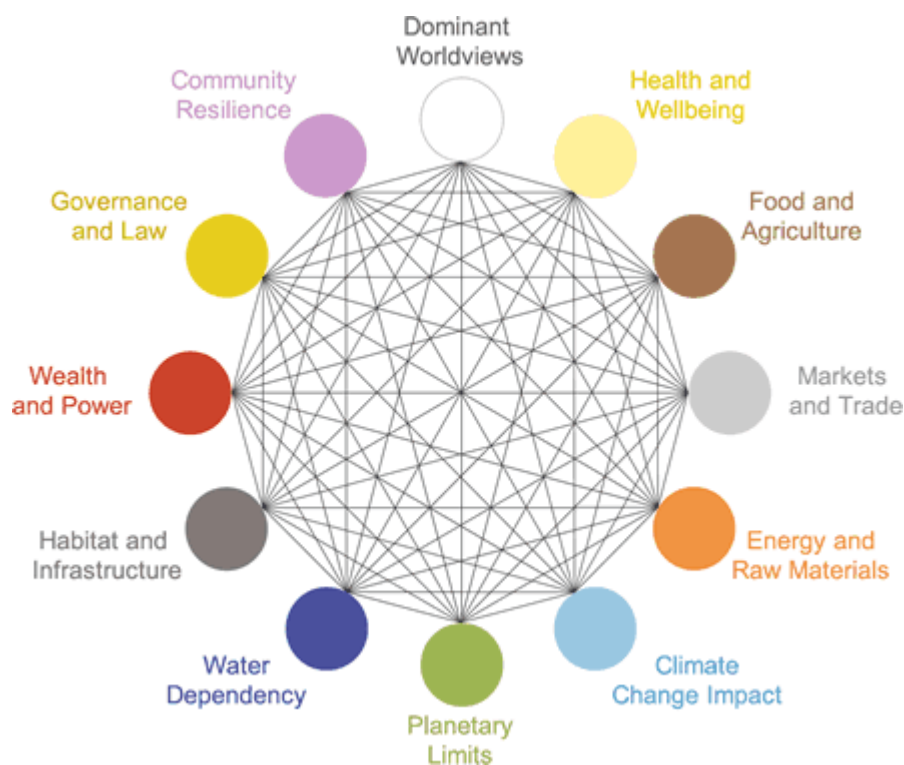


Figure 1. The IFF World Model. (International Futures Forum 2012)

The model can be utilized by playing a so called World Game, where for example business groups, students or individuals can seek understanding of the global complexity of for example markets or natural environment. (International Futures Forum 2012.)

Though complex, the World Model is a good tool especially when considering new operating schemes or other development activities. One can easily grasp what the planned activity connects to and what impacts it might have to the environment or, for example, for company's employees. The model is divided into very specifically defined categories, so finding the right segment for the planned activity is easier. On the downside, it might be difficult to explain to someone who doesn't already have knowledge, for example, about globalization.

There are as many models for sustainable business development as there are developers, and in this chapter only a couple of them are introduced. These models, however, combine many of the important aspects that a developer needs to bear in mind: the process needs to be transparent, people need to be committed and interested in sustainability, customers or partners have to be involved and listened to in the developing process, and last but not least, one has to grasp the idea of interconnectivity in every step that is taken in the developing process. In any business activity, every action has an impact to something, but also there's a huge net of indirect impacts that might be visible after 5, 10 or 50 years. Usually in the business world, developers want visible and quick results that can be used in marketing, but there's a risk that this kind of thinking results only in cosmetic changes.

### 3 TOURISM AND SUSTAINABILITY

In Finnish, we have a saying that translated freely means "travelling broadens one's horizon". I guess it is to say, that in order to truly understand the world we live in, it is important to explore and learn from other cultures. However, the negative impacts of introducing new customs and ideas to a community or a culture can be traced all the way down the history line to the finding of what Columbus thought to be India.

We travel to find emotional experiences and thus create demand for the ever growing business of tourism. We leave traces of ourselves wherever we go. It has been questioned since the dawn of modern tourism: does the end justify the means? Do we, First World travellers, have the right to reach for a higher understanding of the Third World, if in doing so we actually destroy the authenticity we originally sought for? Could tourism, instead of just taking, contribute to the local community?

#### 3.1 Sustainable Tourism

Tourism is often seen as apolitical, when reality shows different. Tourism always includes the encounter between the guest and the host, the idea of worth and power and growingly on a global level. When these encounters take place, the tourists always bring with them their expectations, the weight of their own lives and culture. The locals adapt to these expectations, react against them or make a counter offer. This seemingly insignificant exchange, however, can lead to profound effects on economic, environmental, cultural and political levels, not only individually speaking but globally as well. (Cheryl Shanks, cit. in Mowforth et al. 2008, 3.)

The whole idea of tourism being sustainable seems somewhat impossible. Wherever one travels, one always leaves a footprint, be it environmental, such as waste, or just a discussion with a local.

There is a growing need to decrease the negative environmental and cultural impact that tourism has. First World travellers are becoming more concerned about the footprint they leave behind. We Westerners have the need to apply our environmental concern to the countries we travel, to maintain their attraction. On the other hand, there is the concern for changing the original culture too much. Also, the countries we travel to want to attract more and more tourists, but if they lose their cultural or ecological diversity and natural resources, their tourism will soon die. So it is in the best interest of both parties to learn ways to make tourism more sustainable.

The relationship between tourism and the natural environment is complex and not easily determined. There is a common notion, that any damage done to the natural environment due to tourism is harmful, and conversely, any nature conservation method practiced in the name of tourism should be regarded as beneficial. However, the case is not black and white: if we consider that tourism brings income and welfare to the community in question, we tend to forget the negative impacts to the environment, for example in the form of aircraft emissions. Further, if a conservation area is established, it usually leads to restricted or denied access to the area for the local people. (Hill & Gale 2009, 26-27.)

Dawson (2009, 38) defines ecotourism and nature-based tourism as a form of sustainable development, when the goal of this kind of tourism is to minimize social and environmental impacts. While he admits the fact that there isn't yet a commonly accepted definition for ecotourism, he suggests that the impacts tourism development has for the environment can be expressed through ecotourism goals which are listed below:

*"(i) to benefit local communities without overwhelming their social and economic systems;*

*(ii) to protect the environmental, natural and cultural resource base on which the tourism depends; and*



*(iii) to require the ethical behaviour of recreational users and tourists, as well as the supporting commercial recreation and tourism operators."*

Raju (2009a, 93) questions the idea of ecotourism stating that the whole idea of ecotourism is western, and being globalized, as so many other western models and ideas. It is a strange notion that for example in Thailand, the forestry chief has suggested that hill and forest tribes need to be moved to other locations, because the government wants to turn these conserved areas to ecotourism sites. There is also the thought that these natural sites need to be taken under management and planning to turn them into profit-making areas.

Mustelin (2007, 65-71) has found that in Zanzibar (her study is centered in Kiwengwa and Matemwe villages) tourism and activities that come with it have led to restricted resource access for the locals, as well as an increase in prostitution, alcohol consumption and crime rates. Also, locals feel that the benefits tourism is supposed to bring according to the tourism policy and the government are not equally divided, but the beneficiaries are those already in a better position. Also, she notes the damage that increased tourism activities have for the aquatic ecosystems.

Tourism also contributes to global warming, mostly due to aircraft emissions. However, Gössling et al. (2006, 432) found in their study that very few of the recipients considered the connection. When travellers were asked about tourism's effects, people tended to concentrate on local, visible and apprehensible impacts rather than consider the interconnectivity of travel, greenhouse gases and climate change. In the study, 252 people were interviewed, of which 75 % mentioned plastic bags on the sides of roads but only 10 % mentioned the effects of flying. This would suggest that it is also important to inform both tourists and travel companies on the impacts of both travelling and tourism in order to move towards a sustainable future.

### 3.2 Free Trade and Tourism

The magnitude of the tourism industry is vast: the World Tourism Organization (UNWTO) reports that "from 1950 to 2010, international tourism arrivals expanded at an annual rate of 6.2 %, growing from 25 million to 940 million" and that "the income generated by these arrivals grew at an even stronger rate reaching around US\$ 919 billion (€ 693 billion) in 2010" (UNWTO 2012). Raju (2009a, 55-56) also notes that according to several researches, it is the biggest industry in the world and further that the role of ecotourism seems to be growing and might even be larger than traditional type of tourism.

To talk about tourism and its suggested goal of creating wellbeing and development, one has to consider the relationship between tourism and free trade. The ideology of free trade can be understood as economic globalisation and this can be seen in the rapid spread of tourism. Traditionally in neoliberalism development is seen as a linear process of economic growth. This growth then leads to wellbeing. There is an almost universal acceptance that without the means of free trade leading to economic growth, there can be no development. (Mowforth et al. 2008, 21.)

Free trade is based on the assumption that there is a level playing field where economies thrive by producing the services and products they have the comparative advantage for. If a country has environmental value and a spectacular landscape, it will naturally focus on tourism and import the things it cannot produce. The idea of level playing fields, however, does not count in the existing gap in political and financial conditions between the First World and Third World countries. The power structure is inevitably unbalanced. (Mowforth et al. 2008, 22.)

Another theory creating the base for the ideology of free trade is deregulation (Mowforth et al. 2008, 22). In simple terms, deregulation means taking down government regulation of a given industry to create competition and thus strengthen the market (Investopedia 2012). Mowforth et al. (2008, 22) argue, however that when deregulation is activated in an unsteady market it rarely

creates a playing field that can be called "even". It actually strengthens those, who already have access to wealth and resources.

This kind of development can be seen all around the Third World, where transnational companies (TNCs) have migrated through globalizing markets, and harvested the local resources, both natural and human, but the end product and also the profits tend to flow back to the rich North.

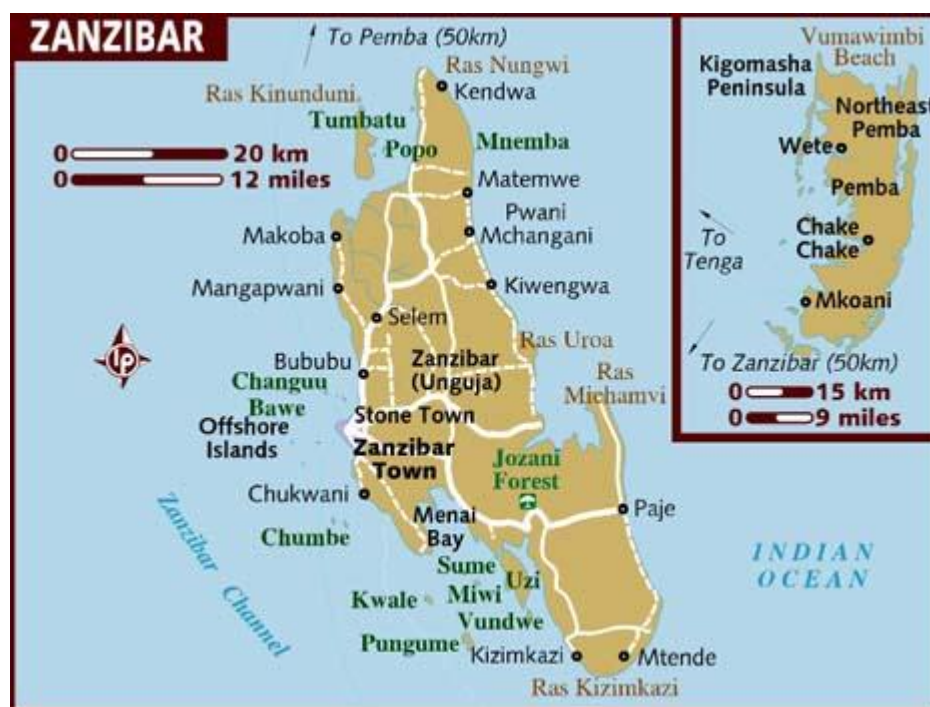
The tourism industry has been growing rapidly and is nowadays a good example of the global reach of TNCs. The industry has pressed governments, especially in less developed countries, on liberalizing their markets and removing economic control. The tourism industry will be one of the biggest beneficiaries of The World Trade Organization's (WTO) General Agreement on Trade and Services (GATS), which aims to remove restrictions in private ownership and other measures that have protected the economies and policies in individual countries. Also, foreign investment will be heavily deregulated under the WTO's system. (Raju 2009a, 94-95.)

### 3.3 Tourism Sector in Zanzibar, Tanzania

Zanzibar consists of two main islands, Unguja (usually referred to as Zanzibar) and Pemba and a myriad of little islets, some of which are uninhabited. The islands are just off Tanzania's coast, Pemba in the north and Unguja (Zanzibar) in the south. Zanzibar is a semi-autonomous state and is a part of one of the poorest countries in the world, Tanzania, with population of 1 million. Total area of Zanzibar is 2,654 square kilometers. The map of the islands is presented in the picture 1. (Boswell 2008, 25; Onkalo & Sulaiman 2011, 2.)

In 2002, population was 981 754, with the growth rate of 3.1 %. Population density was 370 per square kilometer. In 2011, the estimated total population was 1,2 million. Of the total population, 40 % lives in urban areas and 60 % in rural areas. Land is a scarce resource, and the growth of tourism to be number one income source for the islands has increased the demand of land even more. Growth has been especially rapid in the capital, Zanzibar Town, where

infrastructure has often been poorly constructed and planned due to the pressure of the growing city. (Onkalo & Sulaiman 2011, 3.)



Picture 1. Map of Unguja and Pemba islands. (Lonely Planet 2012)

Most of the population is Islamic (97 %), the remaining 3 % consisting of Christians, Hindus and Sikhs. Zanzibar has been the centre of the East African slave trade, dominated by the British and the Americans, in the mid and late eighteen-hundreds. (Zanzibar.net 2012.)

Zanzibar's most important source for income today is tourism. Historically, it was trade in spices, ivory and slaves. Today, spices are what Zanzibar is still known for, and spice tours are also a popular tourism attraction. Picture 2 was taken on a traditional spice tour on Unguja island.



Picture 2. On a spice tour in January 2012. Guide showing the insides of a nutmeg. (Picture: Kati Ojala, 2012)

The Portuguese had a strong colonialistic hold of Zanzibar in the fifteen and sixteen hundreds, after which Zanzibar has been ruled by Oman, which led to vast immigration of Arabs in the state. This has left significant marks on the architecture and culture. The good relationship with the British that the sultan of Oman held up have also affected the life style and infrastructure, especially in Stone Town, the historic centre of the capital, Zanzibar City. The African inhabitants of Stone Town rose against the rulers in 1964 in a revolution that led to the uniting of Zanzibar to Tanganyika, forming the United Republic of Tanzania. (Zanzibar.net 2012.)

Zanzibar has attracted immigrants from mainland Tanzania, other African countries like Kenya and South-Africa, India and other Asian countries and Europe. It is the meeting point of different cultures, and this is largely due to the tourism industry.

In Zanzibar Commission for Tourism's Tourism Policy it is clearly stated that the main aim for tourism development on the island(s) is to increase foreign exchange and investment (Zanzibar Commission for Tourism 2004). Sustainability is quite visible in the policy, but it lacks the means of how to maintain an environmental approach in all areas of tourism.

The policy suggests that in order to improve the economic conditions on the islands, tourism industry should concentrate on high-class tourism which attracts tourists with higher and thus more disposable income. On the other hand, it is clearly stated in the policy that all-inclusive package holidays are not in the best interest of the islands, as the companies behind them tend to be run by foreign stakeholders. (Zanzibar Commission for Tourism 2004.)

The approach presented in the policy is quite traditional in the sense that it relies highly on income trickling down the population. It seems that the Commission for Tourism has taken into account many aspects of sustainability in their policy, but still the emphasis seems to be on economic growth. It is seen, that foreign investment and flow of income is the key behind the development of tourism in Zanzibar.

Gössling (cit. in Honey 2008, 261) argues, however that despite the Tourism Policy's statements for sustainability, very little has actually been done socially and environmentally. Honey also notes that tourism in Zanzibar is well known for its corrupt procedures: almost everyone has witnessed a case where a phone call from someone in high position has made an illegal land purchase possible. Another example of the illegal methods in tourism is one of Audrey Davenport's (cit. in Honey 2008, 261) findings: the first five-star resort built in Zanzibar, the Zamani Hotel, owned by the German company Kempinski, was constructed by a Chinese contractor and the workers were mainly hired from the mainland, though the government's policy is to hire locals for tourism projects. Locals, according to Davenport's study, reported a rise in crime rates, prostitution and drug use on the east coast during the construction.

According to the Zanzibar Investment Policy (ZIP), the economic growth of the island is far below the needed 10 % for poverty reduction. The policy states that Foreign Direct Investment (FDI) is critical for raising productivity and revitalizing the economy. Zanzibari investments have traditionally been of a local origin, but the little FDI that has occurred, especially in the tourism sector, has shown impacts of improved employment rate and skills. The policy puts a lot of hope on the private sector and liberalizing the markets, but also recognizes the worth of regional businesses and the service industry, which can be more regionally based. The wish for intense economic growth lies especially on IT, financial and business services and tourism. Attracting FDI into these sectors is achieved, according to the policy, by knowledge networks and sophisticated infrastructure, which demands large amounts of capital. (Zanzibar Revolutionary Government, pub. year not available, 2-3)

In the ZIP the importance of the tourism sector is also noted: from 1990 to 2000 the bed capacity in accommodation facilities in Zanzibar grew from 1063 to 6159, indicating an 82.7 % growth rate. The policy identifies the huge importance of the tourism sector both to the economy and society, and the opportunity it presents for attracting the much needed FDI. (Zanzibar Revolutionary Government, pub. year not available, 2-3)

However, tourism has also negative impacts. In Zanzibar, like many other locations in developing countries, the natural environment is delicate and intense tourism subjects the environment to changes that can severely alter the ecological conditions. It is important to question this capitalist approach to tourism, where it is seen as a tool or a consequence of free trade, and try to find theories and solutions that support development not only on a financial level but on cultural, social and environmental one, too.

### 3.4 Trickle-down Theory

It is usually seen, that whenever there is income flowing to the local community it will "trickle down" eventually reaching the "bottom" of the community, those who struggle most on daily basis. Trickle-down theory is seen by Mowforth et al. (2008, 82) as a capitalist rouse to enable First World investors to claim more and more territory in Third World countries. Though it is undeniable that on some level investors and their businesses does create jobs and opportunities that wouldn't otherwise exist, there is also undeniable proof that still the poor seem to stay poor and the rich seem to get richer.

Raju (2009a, 56) presents the so called multiplier effect, which explains the complex flow of income when fed into an economy. Tourism brings with it a flow of profit, but it changes hands many times, and leakages are inevitable, as part of that income goes to paying taxes, wages etc. According to Raju, money remaining after these leakages is called secondary income, which again circulates the community creating indirect and induced income, which are again introduced to further leakages.

The critique of trickle-down theory is linked strongly to the critique of participation. Participation is seen as a must-to-do in modern project planning. Words such as "bottom-up development" and "empowering the locals" are common to anyone involved in project activity. However, there are many different ways of participation, and a common problem is that participation is seen as something that is *given* for the locals, as an opportunity to be involved, rather than as a natural consequence of interfering with their lives. (Mowforth et al. 2008, 75-76.)

Honey (2008, 257) writes that in Zanzibar, the target country for this thesis, there was an exhibition held in one of the major sights, the House of Wonders, in the historical part of the capital, Stone Town, which was called "The Bane of Tourism". Tourism was critiqued as follows:



*"Tourism provides limited new employment, mostly to overseas people. Much of the food is imported while the demand from hotels has increased prices for fish and other foodstuffs, which are passed on to locals. Many streets have been blighted by imported tourist junk which is not an expression of Zanzibari culture. Tourism creates enclaves of wealth and development with limited trickle down. (Davenport 2005, cit.in Honey 2008, 257)"*

Tourism is not a development scheme, it is business. However, lot of development themes can be found in the arguments for and against sustainable tourism. Is it tourism's job to create wealth and well-being? Or is it, like any other business', to create profit?

### 3.5 Benefits of Tourism to the Local Community

Pearce (2008, 30) discusses the complexity of the impacts that tourism may present for the destination community. He notes that it is dependent on the destination country and its culture, what sort of impact tourism activity has. He emphasizes that rather than relying on stiff models and researchers' findings, the possible benefits should be derived from stakeholders' points of view. Pearce continues, that it is not just the impacts that we need to concentrate on, but also the span or level of these impacts.

As discussed before, tourists bring with them their baggage of expectations, their worldview and their need to understand and learn from the destination's culture. They interact with the locals and the locals are influenced by the tourists. Pearce (2008, 34) has come up with strategies and measures to maintain or develop sociocultural benefits of tourism in a destination community which are presented in the table 1.

Table 1. Strategies and measures to maintain or develop sociocultural benefits of tourism in a destination community. (Adapted from Pearce 2008, 34)

<b>Revenue - tangible benefits</b> This section includes governmental measures such as grant schemes, copyrights of cultural icons, regulations for external investors, access for locals in recreational activities with the visitors and other policy-matters.	<b>Reputation - intangible benefits</b> This includes monitoring, evaluation and reporting of benefits, external and internal marketing of the benefits tourism brings and providing the local with information of participation possibilities, recording visitor's experiences etc.
<b>Savings and cost reductions</b> Tax-reliefs and subsidies for emerging businesses, free or low-cost tech support, lowering promotional costs, co-funding local employment and supporting volunteer activity to gain skills	<b>Risk reduction</b> Legislative measure to ensure use of good practice, local workforce, to increase control over undesired activities by tourists, taking part in international agreements like human rights, and educating locals to influence visitor's behaviour

Pearce (2008, 34-35) explains the model to be useful in managing tourism which can then benefit the local community. However, he notes that it is not likely to all the benefits to occur at the same time or that they even occur at all. The model, however, provides us with a view of what sort of benefits could be achieved if the government, the external investors, the visitors and the local community worked together under a strong tourism legislative and policy planning.

Walker (2008, 91) reminds that in order to build sustainable tourism in any community, an understanding between the tourist and the local community must be established. The locals need education in how to relate to tourists, their habits and values, and the tourists need education about the indigenous and social values of the local people. She has developed a framework, which connects the tourist and the local community by recognition and the significance of their social and environmental values. Her model suggests that in order to

make tourism sustainable, there needs to be a two-way understanding between the visitor and the local.

## 4 PRODUCT DEVELOPMENT IN TOURISM

Raju (2009b, 122-123) defines a tourist product to be a complex mixture of different services, hotels, flights, transportation, water supply and other infrastructural concepts, destination and so on. For the customer the product includes everything from the moment he or she decides to travel to the moment of returning home. In tourism, different aspects form the product: nature, climate, history, culture and the people, and other facilities such as electricity, roads, communicating devices etc. Raju continues that the number of destinations, hotels, airlines and attractions is huge and growing all the time, so the customer has a vast pool of choices when planning a trip. It falls to the travel agencies and other travelling businesses to create products and their marketing in a way that is appealing for the customer.

### 4.1 Travelling as a Service Product

Tourism and travelling are a part of the service industry, and it is important to catch the essence of the industry before planning product development. Service is something abstract that is not measurable, and is based on the customer's experience of the service. Immaterial things cannot be stored, counted or patented, so travel as a product is very different from the usual definition of a product. (Komppula & Boxberg 2002, 10.)

The main difference between a steady product and a service is that a service is both produced and consumed at the same time. For example, when taking a bus, the product, journey, is created when the vehicle transports you from the origin to the destination, and you consume the product at the same time. Another important difference is that when consuming the service product, one is affected also by other things than the product itself: other customers, temperature, weather etc. Different customers also experience the product in different ways. (Komppula & Boxberg 2002, 10-11.)

Due to this nature of tourism as a product, it is challenging to identify the aspects that need developing. A tour operator, for example, cannot influence on the mood of other travellers, the hospitality of a hotel's staff or change the weather conditions. This is why one has to consider the changeable aspects of travelling experience and understand, that a tour operator or a booking agency simply creates the frame in which a positive experience of the product is possible.

One way to consider tourism is to assume that it is built on the need to relocate. Location is the core of the trip. Other elements, such as service, hospitality, freedom of choice and the customer's participation form the product together with the location. Location can be a whole country, an area like a city, a resort or a single hotel. Customers need other facilities such as food, service, infrastructure and transportation as well, and these are again linked to the location. (Komppula & Boxberg 2002, 15.)

Location-based thinking seems rational at first. When one plans a trip, one usually chooses where their trip takes place, and focuses on other aspects second. However, today's travellers are interested in various themes besides location itself. The quality of accommodation, authenticity of the local culture and tradition, natural beauty and biodiversity with ecological issues seem to affect modern tourist's choice of location. Travel agencies and tour operators need to stand out and specialize to offer experiences rather than just travel products.

#### 4.2 Emotional Experience as a Product

Pine and Gilmore argue (cit. in Komppula & Boxberg 2002, 27) that all businesses in all fields have to move from producing services and goods to producing experiences. Traditional experience-based businesses are, for example film-making industry, music industry and literature. Tourism businesses need to start providing their customers with emotional experiences, rather than just package-deal-trips. (Komppula & Boxberg 2002, 27.)

Emotional experiences are different from traditional services or products. They cannot be booked, ordered or collected, like for example plane tickets. Emotional experience is bound to a certain time and place, and it is shaped by the customer's expectations and opinions. When one buys an experience, one pays for having the chance to enjoy a series of unforgettable events that the company sets out. Pine and Gilmore (cit. in Komppula & Boxberg 2002, 29) describe an emotional experience to be an event divided in four categories based on the customer's role in creating the experience (fig. 2).

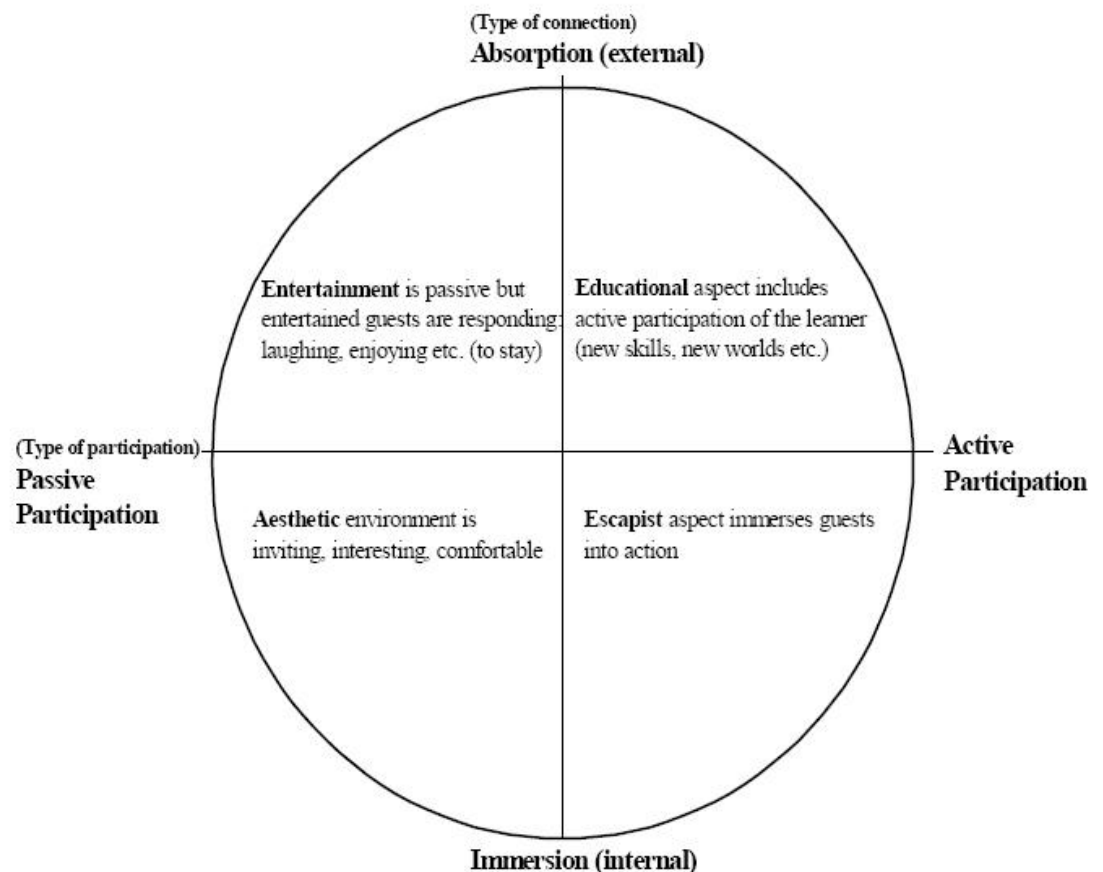


Figure 2. A four dimensional model of experience according to Pine & Gilmore (1998). (Ambient Environments 2010)

In figure 2 it is suggested that the customer is either actively or passively participating in creating the experience of their travel, either absorbing or immersing into the experience they are having. In passive participation, customers don't have a strong connection to creating the experience, but are looking at the event from outside. At the other end there is active participation, where the customer plays an important role in creating and shaping the emotional experience. An educational experience, for instance, could be a skiing class, where the customer is actively participating but not immersed into action, passively absorbing new information. An escapist experience is a good example of an emotional experience. Extreme sports, such as mountain climbing or diving, would fall into this category. Pine and Gilmore (cit. in Komppula & Boxberg 2002, 29) describe an emotional experience to include aspects from all these four categories. (Komppula & Boxberg 2002, 29.)

The Pine & Gilmore model (fig. 2) can also be utilized in other tasks than tourism product development. Environmental ethics, for example, have similar aspects: one can either be learning actively about environment, for example by entering politics, be passively involved by reading literature about the subject, immerse into action by organising a protest or just do small things to preserve the natural values of the environment he or she feels close to.

Since emotional experiences are subjective to the person having them, it seems difficult to sell emotional experiences. Therefore, a travelling company needs to form a travel product, which creates a frame where emotional experiences can happen and where the customer can participate to create an experience for themselves. The company needs to market with strong images of an unforgettable experience, create a service that can provide this experience and ensure a system where different experiences follow one another. (Komppula & Boxberg 2002, 29-30.)



### 4.3 Improving Travel Products and Marketing

To talk about products and the process of creating services, one needs to take into account the aspect of marketing. Marketing provides the tool which introduces the products or services to the clients and creates mental images that draw the customers in. These components can not be separated when discussing product development.

#### 4.3.1 Product Development

For a tourist, there is little difference in the choice between hotels and different tour operators, physically speaking. In the tourism industry, a service provider has to step out in how the service is conducted, rather than what is offered for the customer. The importance of the quality of the service (among other things) is essential when acting in a field as competitive as tourism and hospitality industry. Also, the rapid development of information technology has altered the principals of doing business in the tourism industry and reduced the life cycle of a service. Tourism and hospitality companies need to utilize the benefits of modern technology to interact with their customers and business partners, providing information and services quickly across the borders. (Kandampully & Kandampully 2006, 94.)

Kandampully and Kandampully (2006, 98) also note the importance of empowerment of the employees in the service industry. Employees have to have the freedom to use their own judgement when dealing with customers and feel trusted by their employers. Empowerment should penetrate all stages of the firm's processes, if the company wishes to get all the benefits from its activities. By committing the workers to the job it is easier to start planning product development.

Product life cycle- thinking can help us to understand how the actual consumer products are formed. The life cycle of a product is described by Wimmer & Züst (2003, 9) as a transformation of resources to a ready to use- product:

- Extraction of raw materials
- Manufacturing
- Distribution
- Use
- End of life

This theory can be applied to service products, such as travel products, though it originally describes traditional products. One can imagine the raw materials of a travel product to be location, weather and different facilities like hotels, roads and infrastructure. Manufacturing would describe the forming of a travel product, the combining of transportation, accommodation and use of different facilities such as restaurants, leisure activities, shops and tours. Distribution would again consist of marketing and attracting costumers. Use of the product happens when the customer is on the trip and the end of life of the product when the customer returns home, including the waste and other footprints the customer leaves behind. By dividing a travel product like this, it is easier to realize the different phases and thus make improvements accordingly. Wimmer & Züst (2003, 9) remind, however that the production does not always follow the steps presented above chronically, but different phases happen often simultaneously. This would also apply to travel products, where the product (experience) is formed as the customer lives it.

Though traditionally thought as a tool for developing concrete products, product life cycle- thinking can help to identify the different steps involved in the creation of a service product. The idea, however is to think the product as a whole, a cycle of different events. In a tourism product, especially, it is important to consider the product as an ongoing process of simultaneous events.

Wimmer & Züst (2003, 67) continue, that starting a product developing process, one has to start by defining the questions for developing. They describe the

developing process as a procedure from abstract ideas to concrete processes, while periodically evaluating the development work and choosing approaches to the solution. One has to detach oneself from the problem, the question at hand, and think about whether to concentrate on the problem itself or the whole background of the problem. Further, though one needs to assess all the possibilities available for development, one has to realize which ways are feasible in terms of budget, time and resources.

In the service industry, the defining character for the product is customer satisfaction and fulfilling customer's needs, as discussed before. Komppula (2006, 121) describes customer satisfaction as the meeting point of the customer's expectations and the quality of the service. The customer's expectations are derived from previous similar experiences, word-of-mouth (the experiences of others) and personal need. Also, marketing is seen as a factor in the client's expectations for the quality of the service. Grönroos (cit. in Komppula 2006, 122) has presented the seven criteria of good perceived service quality, which he divides into three dimensions as seen in figure 3.

Table 2. The seven criteria of good perceived service quality. (Grönroos 2000)

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**1. Outcome-related criteria**

- *Professionalism and skills*: Customers realize that the service provider, its employees, operational systems and physical resources have the knowledge and skills required to solve their problems in a professional way.

**2. Process-related criteria**

- *Attitudes and behaviour*: Customers feel that the service employees are concerned about them and interested in solving their problems in a friendly and spontaneous way.
- *Accessibility and flexibility*: Customers feel that the service provider, its location, operating hours, employees and operational systems are designed and operate so that it is easy to gain access to the service, and that the services are adjusted to the demands and wishes of the customer in a flexible way.
- *Reliability and trustworthiness*: Customers know that whatever takes place or has been agreed upon, they can rely on the service provider, its employees and systems, to keep promises and perform with the best interest of the customers at heart.
- *Service recovery*: Customers realize that whenever something goes wrong or something unpredictable happens the service provider will immediately and actively take action to keep them in control of the situation and find a new, acceptable solution.
- *Serviscape*: Customers feel that the physical surrounding and other aspects of the environment of the service encounter support a positive experience of the service process.

**3. Image-related criteria**

- *Reputation and credibility*: Customers believe that the service provider's business can be trusted and gives adequate value for money, and that it stands for good performance and values which can be shared by customers and the service provider.
-

The model emphasizes the customer's role in every process of the company's activities. A company must in all three dimensions described in the model meet the customer's expectations and fulfill the promises they give in the form of marketing and product presenting. The customer has to be able to rely on the company's way to deal with surprising situations and their crisis-management.

To start a developing process, the company should first start by identifying the components which the product consist of and continue by seeking the parts that need improvement, while maintaining a wholesome approach. A good tool for identifying the needs for development in a service-based product, such as travel products, is to base the development questions on customer satisfaction. This can be achieved by creating, for example, a survey or a feedback system, through which the customers may share their experiences and make suggestions for improvements.

However, Hudson et al. (2006, 242) find the traditional customer service questionnaire (CSQ) inadequate in describing the modern travel service quality: although useful in measuring the actual holiday experience, they lack the aspect of customer expectations. Major package deal holiday companies talk about exceeding the client's expectations, and this can only be reached by researching thoroughly what the customers expect from their holiday, rather than assuming that it is already known. Hudson et al. performed a study between 1999 and 2000 for a UK tour operator to find out what customers expected and how these expectations were met. The study was conducted in two phases using Importance-Performance Analysis and Service Quality-methods.

In the study, the first questionnaire was sent for the customers one month before their trip. It included two categories, which both consisted of 146 elements (such as accommodation, brochure, resort activities and so on). The first category asked What is important to you? on a 5-point Likert scale (ranging from extremely important to not at all important) and the second category asked What are your expectations? on the same Likert scale. Towards the end of the clients' holiday, the second questionnaire was sent, which asked How did you

find it? on the same 146 elements that in the first section, again on the 5-point Likert scale. The answers were analyzed using certain formulas, and the results implied the expectation-actual experience rate. (Hudson et al. 2006, 243-244.)

In the service industry, businesses should plan their product development through finding out what their existing and possible new customers expect from their holiday, like in the study by Hudson et al.. This can be performed by CSQs, if they are built carefully and keeping in mind also the expectations the customers had before the actual service experience.

#### 4.3.2 Marketing

Marketing and advertising became necessary, when competition in the markets emerged. Traditionally, a customer would purchase bread from the baker, meat from the butcher and clothes from the sewstress. When the first stores were built, and the manufacturing of goods invented, suddenly a producer had to step out: one shop would sell the same products from different manufacturers. Through the 19<sup>th</sup> and the 20<sup>th</sup> century, industrial development introduced us to supermarkets, retailers, mail-order, shops specialized in selling only hardware and so on. To compete with ever emerging manufacturers and designers, it became more and more important to understand what the customer desired, and thus the consumer behaviour research in marketing business was born. (Hansen & Christensen 2007, 17-18.)

Today, it is difficult to avoid advertising anywhere: it is online, on tv, radio, newspapers, magazines and even schools. The tourism industry is described by many to be one of the most competitive in the modern business world (see for example Mowforth et al., 2003; Hill & Gale 2009). It is therefore important to consider the role of marketing and marketing development in the tourism business to better understand the industry and to aim for better results in product development work.

The role of stepping out from the crowd of other companies has been discussed quite widely. In product developing, or when discussing products per se, it is

hard to draw a line between marketing and products. Marketing has become an important part of any business activity, and it develops with an intense pace as globalization and information technology press companies to reach bigger audiences. Today, the internet is considered by many organisations a cheap and effective channel for marketing products and services. However, the internet is growing all the time, and is in itself a very competitive marketing environment.

Lakshman (2008, 169) also recognises the problems in selling experiences, which was also noted by Komppula & Boxberg (2002) before. He emphasizes the fact that a service operator helps the customer visualizing the product through marketing, whatever the channel chosen for advertising. Also, companies need to consider the marketing from seasonal point of view: on off season, it is wise to reduce inputs for marketing, and when the season peaks again, it is worthwhile to increase advertising again. Tour operators and travel agencies should also determine the needed level for marketing in the "shoulder" season, between off-season and the peak. Lakshman also reminds about the importance of creating a strong marketing plan that is based on the core idea of the business, and that is evaluated regularly.

## 5 COLORS OF ZANZIBAR - COMPANY BACKGROUND

The target company of this thesis contacted me to receive help on starting a development programme. They wish to turn their company's activities more sustainable and environment friendly, and this work aims to help them do that. In this chapter, I will go over the key points of the company's business plan, introducing the main processes of their activities.

### 5.1 Business Idea

Colors of Zanzibar is a small tourism operator established in February 2010. Since then, they have had an estimate of 70-80 customers, but it has already given them good experiences and a realization of the need to develop their services.

Colors of Zanzibar offers a wide range of products and its possible clients vary from travel agencies to single travellers or groups. The strength of the business lies in the deep knowledge of the history and culture of the island, due to the fact that the owner himself is originally from Zanzibar. (Colors of Zanzibar 2012.)

The company specializes in cultural and historical excursions and offers a large variety of different activities. They are able to provide custom made tours when requested. They also do bookings for hotels, ferries and flights and organise transportation, using their wide network of partners. These partners consist of travel agencies in Finland, Europe and Africa and local hotels, drivers and other contacts they have made. For example, most of their original tours have been planned in association with a historian and an archeologist. (Colors of Zanzibar 2012.)

There are different kinds of day trips, all inclusive-packages and hotels for the customers to choose from. Day trips can take a half or the whole day, varying

from traditional Zanzibar-experiences like dolphin safari to spending the day in a local village and taking a local cuisine cooking class. The company's emphasis on creating different trips has been on benefiting the locals and offering the customers a peek to the locals' real way of life.

In all of the company's products they pay a special attention to ethics and ecology. They prefer cooperating with local businesses and organisations, such as women's groups. They prefer hotels that have local staff, instead of those who bring their employees from other countries or mainland Tanzania. This way the employee's income is most likely to benefit the local community. Some of their partners, for example a hotel called Arabian Nights annex, aim to employ only locals, and in their case only the assistant manager is not originally from Zanzibar, according to Aino Tanhua, personal communication 30.5.2012. (Colors of Zanzibar 2012.)

In their business plan, they acknowledge at least two target groups: those, who are looking for adventure and cultural experience and those, who want luxury and personalized service. This can be achieved by good contacts and a wide range of different hotels to offer and flexibility in booking excursions and other activities. (Colors of Zanzibar 2012.)





Picture 3. An advertisement of the company outside the Old Fort in Stone Town. (Photograph: Kati Ojala 2012)

## 5.2 Marketing and Clients

As a small business, Colors of Zanzibar has found it most effective to market their business through larger travelling agencies. They rely on their quality service and good reputation in reaching new customers. The company has found that the best way to get new customers and participants is to contact agencies face to face. This way the company can avoid expensive marketing schemes and benefit from the existing client base that their participants have created. (Colors of Zanzibar 2012.) The company has printed brochures and other advertisement material, one of which is seen in the picture 3.

In the future, they hope to expand their business to the United States and East Africa. East Africa is still free from intense competition and it is important for the company to attract also african tourists as well as locals. At the moment, most of their clients come from Northern Europe, but they hope to find partners also from Germany, Holland, Switzerland and Austria. Another attractive new marketing country is Russia. (Colors of Zanzibar 2012.)

Considering the development of their market, East Africa is on of the most important ones, as they hope to be number one agency in the East African market by 2020. This will be reached by marketing hotels, other agencies and locals directly. The company sees that there is a huge potential for travelling business there, which is yet mostly ignored by other agencies. (Colors of Zanzibar 2012.)

Another goal for the future is developing tourism in Pemba. The island is still mostly untouched by tourism. The natural environment in Pemba is seen as the key attraction, but preserving the state of the natural condition of the island is vital. Building business in Pemba, however, will demand intensive marketing. (Colors of Zanzibar 2012.)

Most of the company's current marketing is done through the internet, brochures and advertisements around Zanzibar. They have a good reputation in the field and that is also an important way of marketing as the word travels. (Colors of Zanzibar 2012.)

Clients can also be seen as a marketing tool. When a customer is satisfied with the service he or she gets, they will undoubtedly pass the good experience on. Through recommending the service to others, the client in a way is marketing the company as well. According to Eco Tourism's Business Manual "a satisfied guest is the most important marketing tool" (EcoTourism 2011, 16).

### 5.3 Partnerships

Colors of Zanzibar offers partnerships for other Zanzibari travel agencies. They manage flights, hotel bookings and transportation among other things. They have also partners in the hotel business, and through this they offer consultation, hotel management and marketing services. (Colors of Zanzibar 2012.)

In February the company was hired to manage a new hotel in Pemba, where their aim is to create a strong marketing plan and attract customers to the hotel. Their business will be run from there during the time they are working at the location. This will undoubtedly be a challenge for their business, but most of their activities can be done online.

Tourism in Pemba island is still low compared to Unguja, and that sets challenges for running a hotel business. Only a few tourists who visit Zanzibar choose to travel to Pemba, and the facilities and tourism infrastructure is yet undeveloped. However, that can work for the pioneers, since many tourists seek to be "the first ones there" to get a more authentic experience. On the other hand, building tourism in a relatively untouched environment should be constructed with care and with a sustainable hand.

### 5.4 Competition

The company identifies their biggest competition to be local agencies that target individual clients. However, they offer commission for their partners, so this gives them an advantage in the local markets. Also, they have had a good customer satisfaction rate and according to the marketing coordinator Aino Tanhua, personal communication 30.5.2012, they have already attracted new customers by recommendations of previous clients. In Europe the company faces competition from big travelling agencies, but by marketing their services as eco-friendly and authentic, they can stand out.

## 6 DEVELOPMENT TARGETS AND METHODS

Colors of Zanzibar is yet a small company and just in the beginning of their business. The company wishes to be more responsible and sustainable in their business activities and to create well-being in Zanzibar. Since the company is already considering the aspects of sustainability and has applied sustainable features in its travel products, it offers a good start for the development work.

This chapter analyzes the company's business plan which was presented in the chapter 5, and considers possible parts that need developing or could be developed. It also casts light on the islands of Zanzibar and their special characteristics.

### 6.1 Analyzing the Impacts

Colors of Zanzibar (CoZ) operates mostly in organising day or overnight trips, providing all-inclusive packages and bookings for other travel agencies, mostly operated from Europe. To improve the company's sustainability in the most efficient manner, it is worthwhile to consider, where the improvements can be made and then consider more in-depth the activities and the impact these activities have, not forgetting the interconnectivity between different actions. By combining different models and theories, the thesis aims to not only identifying the impacts Colors of Zanzibar has, but also what of these impacts would be easiest or most efficient to target.

#### 6.1.1 Activities Overseas

Colors of Zanzibar has networked with different travelling agencies. One of their most important partners is a Finnish travelling agency/tour operator Aventura. Aventura is specialized in long distance holidays and their target countries are in South America, Africa, Asia and Australia. They have been operating since

2000, and are known especially for their active holidays, safaris and mountain trekking vacations. (Aventura 2012.)

Aventura is a good example of a bigger company that buys services from Colors of Zanzibar. The company has managed hotel and flight bookings and organised transportation for Aventura's clients. Though probably a small factor in Aventura's business, CoZ could have a positive effect in making Aventura's business greener: CoZ could recommend hotels that are known to be involved for example in building schools or other sustainable activity, organize transportation that is emission-efficient (buses or mini buses for example) and market their own trips and tours, which are already on a sustainable base. Aventura could benefit from this by earning a better reputation and they could use it in their marketing. For now, at least their website [aventura.fi](http://aventura.fi) lacks any information on their environmental or sustainability policies.

However, it is questionable if a big company like Aventura would really change their business model through recommendations from a small partner. They probably have many partners all around the world, and one could ask, if it really makes an impact if one of these partners asks them to be more sustainable. Through gaining more experience and growing as a business and a sustainable player, CoZ could even become a leader in sustainable tourism in Zanzibar.

#### 6.1.2 Tourist Related Activities

The partners CoZ has in Zanzibar consist mostly of hotels. Hotels are most often situated in coastal areas, and especially in eastern Zanzibar. Like stated in Zanzibar Commission for Tourism's Tourism Policy, the island aims to increase high-class tourism, and it is visible since there are very few if any cheap accommodation possibilities, for example for younger travellers or backpackers.

Zanzibar is favored by tourists who seek luxury holidays, white sands and crystal clear waters. They expect to get full service and rarely leave the hotel area, except to visit other hotels (hotels are usually situated next to each other).

This applies especially to tourists staying at beach resorts. Some tourists come to Zanzibar to experience also Stone Town, the historical centre, which is a UNESCO World Heritage Site since the year 2000, described as "one of the most important nineteenth-century Swahili coastal trading centers" (Honey 2008, 256). There is very little communication between the normal tourist and the local community, except when the locals need to use the beach for their everyday activities, such as trips to work or school, seaweed farming and fishing. Communication happens also when buying souvenirs from locals.

However, Mustelin (2007, 91-93) found that many hotels have denied the local community access to the beach area, even though they haven't got any legal right to do so, as in Zanzibar no one can own the beaches. The locals, however, are often uninformed of their rights and simply obey the hotel staff. Others avoid going to the beach since for the Muslim community, tourists' way of dressing is too revealing. Some mothers have denied their children to walk to school by the beach to avoid contact with the tourists and to protect them from any bad influence. Also, Mustelin found that many hotels have denied the locals using roads that go near their premises, though these roads have been used by the locals years before the hotels were built. This has also made it difficult to maintain connection between villages, as distances grow longer. Also pathways have increased and spread since using roads has become difficult, and this has straight impacts for farming and the natural environment.

Mustelin (2007, 70-71) also found immigrants from mainland and other countries to cause problems in various aspects: due to better language skills, hotel owners are more willing to hire them over locals, their dressing style is different and prostitution and alcohol consumption have increased in villages where there are immigrant settlements. Some mothers were also worried that their children get bad influence from mainlanders and other immigrants, mostly because they are not Muslims and have different traditions. This leads to hostility towards immigrants and a gap between them and the locals.

Mustelin (2007, 93) has studied the power structures in Matemwe and Kiwengwa villages, and found that in many cases those in power seem to

benefit from tourism the most. In land use, for example, the utilization rights and ownerships are controlled through social relationships and power. People in weaker position can be ordered not to use certain roads and beaches due to power's modalities, as mentioned before. Tourism in Zanzibar could have large benefits for the whole community, if carried out equality in mind.

Hotels also change the environment. Many hotels remove vegetation from beach areas to make them more suitable for tourist activities, which has increased erosion in those ecosystems. An informant on Mustelin's also noted, that turtles have stopped coming to the coast to lay their eggs, which he related to the rising number of hotels in the village of Kiwengwa, northeast Zanzibar (Unguja). Also, Mustelin (2007, 72) writes that seashell-collecting that many tourists do, as well as purchasing souvenirs made from seashells, are harmful activities since seashell transporting is illegal without the permission of Zanzibar Fisheries Department. Lots of souvenirs are also made from shark teeth, even though sharks are endangered.

In Zanzibar women are not often in work life, and this is kept up by the fact that many hotels hire mainlanders and for example Kenyans for language skill reasons, and also because for a Muslim woman it is not considered acceptable to work in a facility where there are westerners dressed in revealing outfits. Also, Zanzibar lacks tourism education and training, which increases even more the hiring of immigrants over locals. Since the immigrants usually travel back home during off-season, the money tourism brings travels back with them. (Khamis Rashid, personal communication 10.1.2012.)

According to African Development Bank (ADB) (2005, 29), Zanzibar labor force (aged 15-65 years) data from 1996 indicates total of 393 150 people, of which 53 % is men. From this figure, only 8 % were formally working, and of that 30 % were women. Women's employment is mostly concentrated in agriculture and other informal jobs, partly because of low education and qualification rates and partly because women are seen as the "corner stones" for a wholesome society. ADB also noted the fact that there are only so many jobs considered to be "acceptable" for women, and that majority of female workers in the tourism

industry are mainlanders since Zanzibari women consider that kind of work inappropriate.

The tourists themselves usually take day trips to more remote locations to do for example dolphin watching, take part on spice tours, snorkeling, diving, kite surfing etc. All these activities have impacts on the sociocultural and natural environment at the locations: tourists communicate with the locals, they buy souvenirs, wander in the forests causing disturbance for the forest animals and the woodland nature, the boats anchoring on snorkeling trips damage the coral (Mustelin 2007, 73), the transportation to these locations causes emissions and so on. These relatively obvious changes and impacts have also connections to more underlying themes, which are considered through some examples.

When a tourist enters a souvenir shop in Stone Town, he or she rarely considers what exactly it is they are purchasing. Many souvenirs are made from endangered materials and though called traditional Zanzibari artifacts, their manufacturing has often took place somewhere else, usually mainland Tanzania or South Africa. Often one can also clearly realize that the person selling these items isn't actually even from Zanzibar by their way of dressing. So, where in this case does the benefit of the tourist's money go?

From personal experience, tourists tend to use restaurants and shops that are either located close to the hotels or in other hotels. Also, tourists like to consume alcohol, which is not sold in Zanzibari shops or restaurants, since the whole island is Islamic, where it is considered unacceptable, at least in public, to drink alcohol. So, it is fair to say, that the selling of alcohol guides many tourists to enter restaurants and bars that are run by other than locals. Once again, the money most likely ends up in someone else's pocket than the locals. Though it is not legal for a foreigner to own land or houses by themselves in Zanzibar, exceptions are often made due to corruption, and for example a European hotel owner can always partner up with a local (Mustelin 2007, 43). In that case, the profit usually travels back to Europe, USA or elsewhere.



CoZ organises also trips to local villages to see the authentic Zanzibari lifestyle. For example, one of their trips is a cooking class in a local family. These kinds of activities can be considered rather sustainable, as the tourists go to learn and get impacts from the locals and the company pays a proper fee for the locals. Also, the impact for the natural environment is mild, since the ingredients used for cooking are grown, harvested or killed (goats, chicken and fish) nearby. However, these trips are not run regularly, and so the locals cannot count on that fee, but have to maintain a steady job and this kind of activity, though bringing extra income also brings extra work. Last, if the tourists taking this kind of trips aren't properly dressed for the local's ideals, they might cause discomfort.

CoZ also arranges eco-safaris through a partner company in mainland Tanzania. This eco-trip consists of safaris in Serengeti and Ngorongoro and a hotel holiday in Pemba island. This trip is marketed as eco-friendly, and it contains trips to sites that benefits the local communities and also to nature conservation areas. Travellers are introduced with different projects that aim to develop living conditions and bio diversity, and are welcome to make donations as well. The impacts of trip like this are diverse, and could be mapped out through the IFF World Model (International Futures Forum 2012):

For example, flying to eastern Africa causes greenhouse gas emissions, which have impact on global warming, which is known to increase deforestation and thus making the lives of African women harder, since they need to pick up firewood from further distances. This again effects to the time they have for educating themselves, and also prevents them from getting a paid job which again hampers the chances of their children in getting a better education. When less and less children have opportunities for a higher education and for example to enter politics, the governance of the whole country isn't likely to change health problems and population growth keep increasing and so on. This is just an example of how the World Model can provide us with understanding of interconnectivity, and how we can use it to map out the impacts of our actions.

However, there are always both negative and positive impacts in all tourism. It is still worthwhile to use some method, if not the World Model, to consider the sustainability of products, to avoid green washing and to gain much needed transparency. The eco safari CoZ offer seems well constructed and a choice for a conscious traveller. The company could use the same kind of structure in building new products and in developing old ones.

### 6.1.3 Other Activities

The office that the company maintains in Stone Town's Old Fort obviously causes some emissions through electricity and other necessities it uses. Also, printing brochures demands paper and replacing furniture or redecorating has some impact on the environment. These impacts can, though, be considered relatively small, at least for now when the business is still beginning. In the future, if the company grows and needs new operating facilities, it is important that sustainability is also applied in physical structures and operations, not only tours and tourist activities.

The company does most of its marketing through the internet, which is a sustainable and resource saving way as it saves in printing, facility utilization, costs in salaries and man hours put for marketing. However, the internet is a huge market, and it is difficult to stand out from your competition. Websites do need some maintaining and updating to remain attractive and easy to use. Krebs & Wall (2006, 112) note also, that due to the amount of people using the internet worldwide, it is hard to stay in the planned market segment. People, who visit the company's page aren't always possible clients, so you can't count on the amount of visitors to indicate popularity of the page.

Organising transportation for clients and other logistic aspects causes emissions. These are rather difficult to avoid in a region like Zanzibar where public transportation isn't yet very well established and distances are long. Depending on the customer, however, it is possible to organise transportation

for bigger groups or using other companies' transport services, if the customer/customers are willing to do so.

CoZ has one paid employee at the moment, who works at the Stone Town office. By hiring a woman, the company has showed sustainable and equal thinking, as it isn't yet that common in Zanzibar for women to maintain a steady job. Women's position in developing countries has been widely discussed, and though in continental Tanzania, where the majority is Christian, women maintain jobs, especially in cities, in Islamic Zanzibar it is still common that the women tend to their children and household while the men work. It is, however, becoming more common that especially young women educate themselves and find jobs. Many of them have to leave Zanzibar to find work, but in tourism there would be lots of jobs to fill, and even more in the future. It would be worthwhile for the government to put effort in education and training in the field of tourism.

## 7 RESULTS AND DEVELOPING SUGGESTIONS

Chapter six analyzed the impacts that the activities of Colors of Zanzibar might have in the environment they operate. It is in the company's interests to become more environmentally aware and a more ethical player in the field of tourism in Zanzibar. This chapter offers suggestions for the company to travel towards a sustainable business model based on the theory presented in this thesis. The suggestions, their impact and benefits together with indicators to describe the efficiency of these activities are then combined in a table to create a clear presentation for the company of the results of this development work. The focus will be on voluntary activities run by the company itself. Since voluntary initiatives do not restrict trade or operation, they demand best practice rather than a minimum standard that many governmental objectives set (Black & Crabtree 2007b, 18).

### 7.1 Suggestions for Sustainability

To achieve benefits from tourism, both governmental and corporation-level actions are needed: the government provides the policies and the frame in which tour operators and travel companies do their business. In less developed countries, problems often arise from corruption, differences in cultural, social and environmental values, language and communication problems and also from the gap between the tourists and the locals created by welfare issues.

Like Pearce (2008) and Walker (2008) both pointed out, it is difficult to create welfare through ecotourism and approach sustainability if the interaction between locals and the visitors is poorly instructed or even avoided. In Zanzibar, like Mustelin (2007) pointed out, there has been a trend of instructing the tourists to stay inside the hotel premises and to avoid going to local villages. This has, like Mustelin noted created an isolation between the tourists and the locals, which may cause false ideas and even create hostility and fear.

### 7.1.1 Interaction Between Locals and Visitors

In a community such as Zanzibar, it would be beneficiary, if there would be more education in the field of tourism. This way, there would be more employment opportunities for the locals in tourism and also the understanding of the benefits that tourism could bring would grow. This demands a strong approach from the government. However, a travel company like Colors of Zanzibar can also contribute to the local communities by, for example seeking partnerships with hotels that work in the local community by donating money for education, health care etc. The company itself can donate directly to educational programmes, as well, and use their good connections to spread the word of the benefits these kind of actions can have for the locals.

Colors of Zanzibar could also encourage their tourists to interact more with the locals, bearing in mind the local values and culture. The tour guides the company employs need to be educated in instructing the tourists to behave in a respectful manner towards the locals. Tours that take tourists to local villages bring income for the locals and this could be emphasized in marketing and advertising. Also, tourists that do not take day trips but stay in beach resorts could benefit the local community more by visiting villages and buying souvenirs and, for example refreshments directly from villagers. Buying locally made artifacts (especially from women) helps preserve the culture and tradition and offers financial benefits while maintaining the possibility of taking care of daily routines, since this kind of work can be done at home. (Kruger & Vester, cit in. Manwa 2008, 118)

The company is in a good position to be a pioneer in creating this sort of cooperation between hotels and villages that surround them. If this kind of cooperation would be established, the locals would need resources and information to understand the tourists and their ways. Educating the locals could create employment possibilities, as well.

To combine the theory of sustainable business, sustainable tourism and tourism product development, it is suggested here that the company would create an

innovative instruction manual that would be location based and take into consideration the tourist's impact on the local community, interconnection between tourism and the environment and the benefits that tourism can offer to the local community.

The theory of trickle-down economics often fails as the income the tourists bring to the community tend to trickle somewhere else due to the fact that despite the legislation and tourism policy in Zanzibar, tourism companies are often owned by Europeans and other foreigners, labor is brought in from mainland and other countries and the interaction between the locals and the tourists is minimal.

In the suggested instructive manual or a location-based tourist guide, the company could list location-based activities that support the local community, and take into consideration the environmental and cultural values the given location has. For example, the manual could offer suggestions for local restaurants, sights and souvenir shops that are run by locals or NGOs in cooperation with locals. It could also give information on the area's natural environment and the impacts that tourism activities have on the area and thus educate the tourists to be sustainable and choose ethical activities on their trip. There could be a map included that would present the area and its sustainable attractions.

This would be in line with the Zanzibar Tourism Policy and the findings that Mustelin (2007) made in her study of the islands. The manual could also promote the sustainable activities that the company has created (day trips to local villages, for example) and thus promote their business, as well. Later on, the company could also use the knowledge and insight gained from this work to promote sustainable tourism in Zanzibar nationwide, for example by creating overall guidelines for the islands of Unguja and Pemba.

Guidelines for sustainable tourism have been made by other organisations as well, but in the research done for this thesis, any that would be created by a tour operator or to be location orientated wasn't found. The manual would thus be innovative and bring marketing advantages for the company. To create such

manual, the company could use its knowledge of Zanzibar and its different tourism locations and the research done for this thesis.

The company could also combine cooperation with an NGO, such as Tourism Concern, a UK based NGO that dedicates its work to sustainable tourism, to the creation of the manual. Tourism Concern gives guidelines both for tourists and stakeholders in the tourism industry and an organisation such as them could offer insight in best practice, existing, tested guidelines and methods for sustainable tourism and also a network of possible new partners. (Tourism Concern 2012a.)

### 7.1.2 Partnerships and Cooperation with other Stakeholders

Creating partnerships with local non-governmental organisations (NGOs) could help Colors of Zanzibar to achieve more sustainable business model by creating a dialogue between the third sector and the corporate sector. This would also improve the transparency of their business which would again contribute to their marketing strategy by offering a clear statement of trustworthiness and accountability. There is often a vast pool of knowledge and innovations in NGOs, and since the activities are based on volunteering, it can be assumed that the people are acting for the sake of their own values and the organisation's values.

There is an eco-tour operator in Zanzibar called Eco & Culture Tours Zanzibar, which has clearly realized the marketing value of green business. Their website emphasize all over the sustainability and ethical approach they have to tourism. However, there isn't any data about the impact of their activities available, or any specific goals they are trying to reach. This, from a consumer's point of view, doesn't seem very transparent or accountable. These kinds of businesses can be used as an example, both in good and bad. They have realized the marketing value and done a relatively good job in their advertising, but lack the called-for incentives, indicators and transparency. Eco & Culture Tours Zanzibar also advertises to be in collaboration with an NGO, but it is stated that this NGO

is owned by the company, so it remains an open question, what exactly is the role and aim of this NGO (Eco & Culture Tours Zanzibar 2010).

NGOs could also contribute to educating locals in tourism, which was discussed before. Creating a volunteer-based education programme for a pioneer target village would benefit the locals and be resource-efficient. In cooperation between a local hotel, the locals, a volunteer organisation and the company, there would be a possibility to establish a try-out project that would bring income for the villagers, offer the tourists authentic experiences and offer both the hotel and Colors of Zanzibar a positive marketing opportunity and a chance to step out from other businesses on the field.

An example of a possible partner NGO could be the UK based Tourism Concern. They have a wide range of education material and reports available for purchase, and tour operators and other tourism related organisations can join their framework of fair and ethical tour operators, such as Ethical Tour Operators Groups (ETOG), which offers its members a non-competitive environment to change ideas, knowledge and promote best-practice. Through the organisation, companies get the right to display the ETOG-logo on their website, they can take part in education and training and use the education material Tourism Concern provides, the company gets a profile on the organisation's website and monthly newsletter reaching "thousands of people who are interested in ethical tourism". (Tourism Concern 2012b.)

The International Ecotourism Society (TIES) also provides guidelines and standards, training, technical assistance, research and publications for different kind of stakeholders in sustainable tourism. Its members consist of tour operators, lodge owners, scientists, academics etc. Their membership and publications could also provide significant benefits for CoZ. (Black & Crabtree 2007b, xxxiv.)

The last suggestion regarding relations to other stakeholders would be to emphasize the ethical approach of the company more on their website and brochures. The company could also list their attempts to move towards more



sustainable business model, for example give information of the suggestions given in this thesis and about their plans to conduct the tasks. Also, feedback from customers could be a helpful tool in mapping the success of sustainability.

As stated in chapter 5, CoZ has also started an NGO of their own, but it remains yet under planning and will probably start its operation in the future.

### 7.1.3 Voluntourism

Colors of Zanzibar has expressed their interest towards voluntourism. Voluntourism is explained by Wearing (2002, 1) as an activity, that combines the want to travel and see new places with the want of doing good and benefiting the local community, as well. Most of the organisations, such as WWF, Earthwatch and Eco & Culture Tours Zanzibar, offer trips that include usually accommodation and transportation from the airport, but the customers pay for their own airfares, food and possible leisure activities. The customers buy a holiday, but also do volunteer work at the destination. Colors of Zanzibar, however wishes to establish a different kind of system where the customer would only need to pay for the essentials (accommodation, food, internet and so on) and the company would organize flights, transportation, accommodation and other necessities.

As the theory presented in previous chapters would suggest, the tourist is seeking for emotional experiences, which volunteering could offer. Instead of just visiting a country, a person could get truly involved with the locals and help in building community capacity through volunteer programmes, while possibly enjoying tours and trips offered by the company involved in organising the experience.

To build a sustainable voluntourism scheme, it would be good to find a partner/partners that already have experience and knowledge on the matter. For example, CoZ could operate as a participant that organises the transportation to and in the target country, finds accommodation, provides volunteers with information of restaurants and other facilities, offers leisure

activities (company's own tours and trips) and organises the marketing for the volunteer tourism opportunity. The company could also take part in the partner NGO's work and offer consultation considering tourism in Zanzibar

## 7.2 Indicators for Sustainability

Vereczi (2007, 103) describes sustainability indicators in the context of sustainable tourism development to be *"information sets that are formally selected for regular use to measure changes in assets and issues that are key for the development and management of a given destination"*. He continues that indicators are measures expressed in a simple way (numbers, percentages, qualitative descriptions) to describe environmental, social and economic issues.

The suggestions for the development of the processes of Colors of Zanzibar also demand suggestions for possible indicators. Indicators can provide the company with accurate information on how well the suggested operations have been carried out, and also give indication, if some of the measures prove to be insufficient. The suggested operations, their expected benefits or impacts and suggested indicators are presented in the table 2. I chose four tasks for the company to keep the process efficient and easier to monitor.

Indicators chosen for increasing tourist-local community- interaction are the number of visitors in a given village, income for a chosen try out- target and feedback collected from customers and locals. The company would start a project with a hotel, and the tourists staying in the hotel would be offered to join on a day or a half day trip to the local or a nearby village. The project would include educating the locals and hiring a guide preferably from the same village. One or a couple of try out-targets would be chosen to measure income for the locals. Customers would also get a feedback form to describe their experiences and locals would be interviewed. The project would be conducted in cooperation with volunteer workers and/or an NGO.

The second suggested development task is to find a partner NGO. This would also relate to the increase of interaction between locals and tourists. Indicator chosen for this task is the number of projects or processes the company enters in a chosen timeframe, for example in five years. These processes could be donation plans, tours conducted in cooperation with NGOs or, for example starting a certification scheme run by an NGO.

Third of the suggested development tools is starting a voluntourism project. The success of the project would be measured in the number of volunteers in a given time frame, number of projects conducted by different organisations that the volunteers get involved in and the income the company gets from voluntourism operations in a given time period.

The last development task is creating the instructive manual for tourists, which is called here the Location-Based Eco Guidelines. Indicators chosen to measure the impacts of this task are the number of visitors in a chosen location, number of manuals or brochures handed for tourists and feedback from tourists and locals. Feedback could be collected on a feedback form or short interviews, either on paper or on the company's website.

Table 3. Benefits, impacts and indicators for suggested development tasks.

METHOD	IMPACT OR BENEFIT	INDICATOR(S)
Increasing tourist-local community- interaction	<ul style="list-style-type: none"> <li>• More income for locals</li> <li>• Narrowing the gap between tourists and locals</li> <li>• Possibility to learn from other cultures</li> </ul>	<ul style="list-style-type: none"> <li>• Number of tourists visiting a given village (time frame)</li> <li>• Income for try-out target</li> <li>• Tourist &amp; locals feedback</li> </ul>
Starting cooperation with NGO(s)	<ul style="list-style-type: none"> <li>• Transparency &amp; accountability &gt; marketing value</li> <li>• "Free advice"</li> <li>• Volunteer workers for possible village project</li> </ul>	<ul style="list-style-type: none"> <li>• Projects the company is involved in in for example 5 yrs</li> </ul>
Voluntourism	<ul style="list-style-type: none"> <li>• Customers</li> <li>• Marketing value</li> <li>• Partnerships with other companies or NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of volunteer tourists in a given period of time</li> <li>• Number of programmes volunteers are involved in</li> <li>• Income from voluntourists</li> </ul>
Creating Location-Based Eco Guidelines for tourists	<ul style="list-style-type: none"> <li>• Education for tourists</li> <li>• Increase of community income</li> <li>• Increase of environmental awareness</li> <li>• Marketing value</li> <li>• Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Number of visitors in given locations</li> <li>• Number of brochures handed</li> <li>• Feedback from locals &amp; tourists</li> </ul>

All of the development tasks presented in this chapter demand resources and time, which is taken into consideration by suggesting cooperation with local or overseas NGOs. These could provide volunteers, committed partners and insight from the field of sustainable tourism. All the tasks suggested are in line with the theory presented in this thesis and fit the company's business plan presented in chapter 5.

The aim of the development work in this thesis was to create concrete goals and simple procedures for the client, tasks that the company can carry out with the resources they have and which offer visible results. The tasks presented in this chapter were chosen keeping in mind the wishes of the company, yet providing a new angle for sustainability. The tasks can be conducted one by one or simultaneously. It is also suggested, that if some or all of these development schemes are adopted, the company would create a process plan which clearly indicates the importance of periodic evaluation of the process.

## 8 CONCLUSIONS

Tourism's impacts on a community are diverse and not easily detected due to their nature of complexity and interconnectivity. There are numerous studies and researches describing the ecological, sociocultural and economic impacts and benefits that tourism has. Also, the diversity of players on the field of tourism increases the complexity of the issue. There are transnational chains of hotels, travel agencies, tour operators, lodge owners, car rental companies and local small and medium enterprises and so on.

In this thesis, the approach has been on a development scheme of a small enterprise, Colors of Zanzibar. The research of sustainable tourism, sustainable business and tourism product development has provided the theoretical framework for this work and guided towards a package of suggestions for the company to steer them towards a more sustainable future.

The completion of the thesis was not an easy task, since there is so much information and research material on the subject. It was challenging to find the information that is most accurate and useful in the context of this work. However, the discussions with the target company and the goals set by them helped in forming a clear idea of where the thesis was going. Also, when the strong theoretical framework was formed, it cleared the path to the actual development work.

In terms of results, the client has expressed their gratitude and assured its usefulness for their development scheme. The suggestion for the Location-Based Eco Guidelines was in my opinion a success, since there is no data available of such a manual being conducted ever before. Therefore, my thesis has come up with a new innovative idea, which was one of the goals set before the beginning of this work. Also, the suggested project in cooperation with a local hotel, NGO and local community is in the light of data available a new idea, and it would be exciting to see it happening in the future.

The thesis achieves the goals that were set in the beginning both by the client and the author. It analyzes the impacts that the client's activities have, especially on the local communities, gives suggestions for development tools and also indicators to measure and evaluate the impact of the tools. This work has given the author a deep insight to the world of sustainable tourism and communities in developing countries, and the author is motivated to continue working with the client to test and develop the tools suggested in this work.

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